

# Child and Family Services Agency

Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$188,890,760	\$223,984,755	18.6

The mission of the Child and Family Services Agency (CFSA) is to promote the safety, permanence, and well-being of children and families in the District of Columbia.

CFSA began operating as a separate cabinet level agency of the District after the LaShawn Receivership officially ended on June 15, 2001. It was created as a cabinet-level agency by enabling legislation effective in April 2001, which carried out the agreements of the District's October 2000 consent agreement with the Federal court and included major reforms in the structure of services to abused and neglected children in the District. Specifically, the enabling legislation:

- Unified responsibility for the investigation of both abuse and neglect reports, as well as services to both abused and neglected children, under CFSA. Previously, the District alone among the nation's jurisdictions had divided responsibility for abuse and neglect among

different agencies. This bifurcation of abuse and neglect responsibilities was identified by a number of reviewers as a key barrier to effective services to families.

- Created CFSA as a cabinet-level agency with independent personnel and procurement authority.
- Gave CFSA licensing and monitoring responsibility for foster and group homes, as well as authority over the Interstate Compact for the Placement of Children.
- Thus, the April reform legislation created in CFSA a new agency with a strong, unified statutory structure intended to end the fragmentation of authority that undermined previous reform efforts.

CFSA plans to fulfill its mission of ensuring the safety, permanence, and well-being of children and families in the District by achieving the following strategic result goals:

- Recruiting and retaining well-qualified, highly trained social worker staff, to bring case-loads down toward court-mandated levels and to provide appropriate services.
- Investigating child abuse and neglect reports in a timely and high quality manner to ensure child safety.

*(Continued on page E-19)*

## Did you know...

Number of families served in their own homes as Family Services Cases in January 2002	3,400
Number of children in paid foster, group, and kinship care in January 2002	2,900
Number of children in unpaid kinship homes	500

---

## Where the Money Comes From

Table RL0-1 shows the sources of funding for Child and Family Services.

---

Table RL0-1

### FY 2003 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change From FY 2002
Local	74,836	96,069	108,235	129,252	21,017
Federal	62,780	79,757	67,414	81,804	14,391
Private	36	930	0	0	0
Other	1,088	488	650	650	0
Intra-District	13,244	12,615	12,592	12,278	-314
<b>Gross Funds</b>	<b>151,984</b>	<b>189,858</b>	<b>188,891</b>	<b>223,985</b>	<b>35,094</b>

---

## How the Money is Allocated

Tables RL0-2 and RL0-3 show the FY 2003 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

---

Table RL0-2

### FY 2003 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

	Actual FY 2000	Actual FY 2001	Approved FY 2002	Proposed FY 2003	Change from FY 2002
Regular Pay - Cont Full Time	12,165	12,533	22,837	26,925	4,088
Regular Pay - Other	6,937	7,884	14,651	16,916	2,265
Additional Gross Pay	2,093	3,653	2,230	2,230	0
Fringe Benefits - Curr Personnel	3,460	4,786	6,530	7,233	704
<i>Personal Services</i>	<i>24,654</i>	<i>28,855</i>	<i>46,247</i>	<i>53,304</i>	<i>7,057</i>
Supplies And Materials	209	469	535	540	5
Energy, Comm. And Bldg Rentals	228	0	71	71	0
Telephone, Telegraph, Telegram, Etc	755	-413	773	773	0
Rentals - Land And Structures	3,114	4,361	5,123	5,542	419
Other Services And Charges	673	1,616	2,209	2,297	88
Contractual Services - Other	32,260	46,803	28,788	29,652	864
Subsidies And Transfers	87,719	105,995	103,150	130,022	26,871
Equipment & Equipment Rental	1,200	1,870	565	1,719	1,154
Debt Service	1,171	302	1,430	66	-1,364
<i>Non-personal Services</i>	<i>127,329</i>	<i>161,003</i>	<i>142,643</i>	<i>170,681</i>	<i>28,037</i>
<b>Total Proposed Operating Budget</b>	<b>151,984</b>	<b>189,858</b>	<b>188,891</b>	<b>223,985</b>	<b>35,094</b>

Table RL0-3

**FY 2003 Full-Time Equivalent Employment Levels**

	<b>Actual FY 2000</b>	<b>Actual FY 2001</b>	<b>Approved FY 2002</b>	<b>Proposed FY 2003</b>	<b>Change from FY 2002</b>
Continuing full time	314.75	332	522	604	82
Term full time	133.75	165.5	310	310	0
<b>Total FTEs</b>	<b>448.5</b>	<b>497.5</b>	<b>832</b>	<b>914</b>	<b>82</b>

- Expediting permanency for children to ensure that children grow up in permanent families, by working internally and with a range of partners, including the Superior Court, to enable children either to return home if they can do so safely or to grow up in a permanent family through adoption or legal guardianship. Recruiting, retaining, and supporting foster, kinship, and adoptive parents through a system of services that accommodates the needs of children.
- Linking families with neighborhood-based resources, both formal and informal, to strengthen families and promote children's development.
- Enhancing agency information systems to ensure that policy and practice decisions are based on accurate and timely information.
- Completing court requirements, including completing the probationary period and ending the Receivership, as a step on the way to fully meeting the requirements of the Modified Final Order.

**Local Funds**

The proposed Local budget is \$129,251,971, an increase of \$21,016,939, or 19.4 percent, over the FY 2002 approved budget of \$108,235,032. There are 604 FTEs funded by Local sources, an increase of 82 from FY 2002.

The significant changes are:

- An increase of \$20,032,880 to address several needs:
  - Past failures of estimation by the agency (discovered and addressed in the early months after the agency returned from Court receivership in the fall) including the failure to include in its base the growth in adoption subsidy expenditures over the pre-

vious years, a national as well as District trend that reflects success in moving special needs children from foster care to permanent homes. The failure to include some past rate increases in its base (for therapeutic foster homes in particular); and dramatically increased use of emergency group homes and other more expensive placements.

- Increases (including 88 FTEs) required to comply with the April 2001 enabling legislation and the consent orders that provided the framework for bringing the agency back from Receivership including compliance with the staffing requirements in the Modified Final Order; compliance with group home licensing requirements; and implementation of the unification provision in the April legislation, which includes the transfer to CFSA from the Court Social Services unit at Superior Court of responsibility for ongoing services to abused children.
- Of the \$20,032,880 increase, \$7,072,000 is from the Tobacco Trust Fund to support revenue maximization initiatives from Medicaid reform.
- An increase of \$1,778,059 for the pay raises approved in FY 2002.
- A reduction of \$500,000 because of the elimination of FY 2002 one-time costs. In FY 2002, the District was issued an additional \$24,016,000 from the Federal government for the enforcement of the District of Columbia Family Court Act of 2001. Of these funds, \$500,000 was earmarked for CFSA to be used for the social workers that are responsible for implementing Family Court reform. Because this was a one-time

occurrence of additional funds, CFSA has reduced their Local budget by the corresponding amount.

- A net reduction of \$294,000 and six FTEs for cost-saving initiatives associated with the Office of the Chief Financial Officer's consolidation.

## Federal Funds

The proposed Federal budget is \$81,804,306, a net decrease of \$14,390,778, or 21.3 percent, from the FY 2002 approved budget of \$67,413,528. There are 310 FTEs funded by Federal sources, which is unchanged from FY 2002.

The significant changes are:

- An increase of \$11,077,056 reflects the Federal revenue portion of the increases described under Local funds. This increase addresses a shortfall created by CFSA's failure to include in its base the growth in adoption subsidy expenditures over the previous years. These included therapeutic foster homes and the increased use of emergency group homes and other expensive placements.
- An increase of \$3,000,000 in anticipation of a rate increase for targeted case management and the Medicaid Rehab option. This increase in Federal revenues is offset by a Local reduction of the same amount in association with the District's cost-saving initiative.
- An increase of \$313,722 reflects CFSA's increased projection of Medicaid reimbursements.

CFSA's Federal budget is composed primarily of funding from two Federal reimbursement programs, Medicaid and Title IV-E. CFSA anticipates Federal revenues of \$42 million from the certification of Medicaid expenditures. The remaining \$9 million is a portion of its Title IV-E reimbursements.

Title IV-E reimbursements are for eligible children placed in foster care out of their homes. The Federal government matches 50 percent of all eligible expenditures for these children.

Although primarily for room and board, other ancillary expenses, such as day care, are reimbursable.

Medicaid reimbursements are from two sources. The first, Targeted Case Management, reimburses states for expenses related to the management of service provision for children in foster care. These include, but are not limited to, supervised parental visits, foster home visitation and preparation of court reports. The other major program is the Rehabilitation Option. Under this program, the Federal government reimburses states for specific therapeutic and medically necessary care for children committed to CFSA. Examples of this are children considered medically fragile who might suffer from debilitating diseases such as HIV infection or AIDS, children with multiple handicaps who might require tube feeding and other medical procedures as well as children traumatized by sexual or physical abuse requiring therapeutic foster care or other settings.

## Other Funds

The proposed O-type funds budget is \$650,000, which is unchanged from the FY 2002 approved budget. As in FY 2002, there are no FTEs supported by O-type funds.

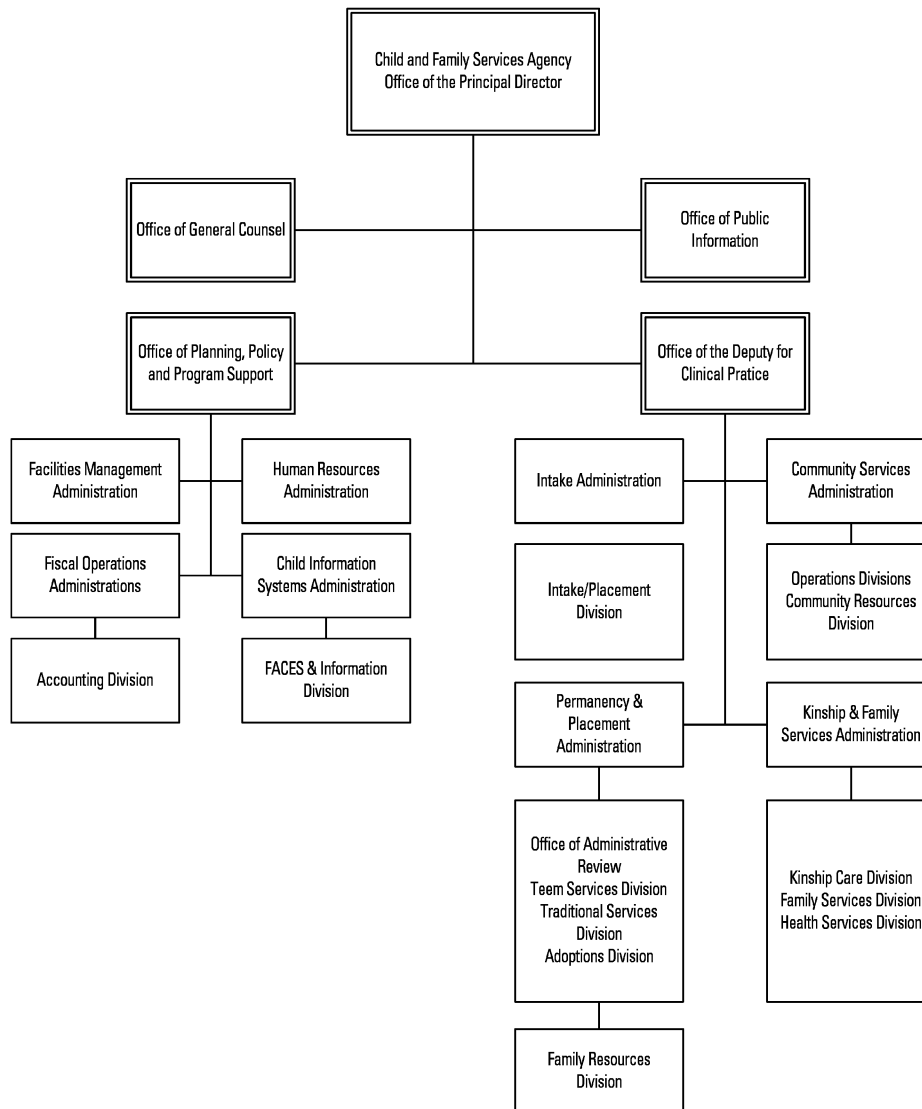
## Intra-District

The proposed intra-District budget is \$12,278,478, a decrease of \$313,772 or 25 percent from the FY 2002 approved budget of \$12,592,200. There are no FTEs funded by intra-District sources in FY 2003, which is unchanged from FY 2002.

The significant change is:

- A decrease of \$313,722 from the reallocation of CFSA's Medicaid budget.

Figure RL0-1  
**Child and Family Services**



## Programs

Most children and families served by CFSA enter the program because of a report of abuse or neglect. A CFSA investigator then determines whether the report is supported by the evidence and takes initial actions (including removal from the home if needed) to ensure the child's safety. Children may then be served in their own homes or in out-of-home placements such as foster homes, kinship homes, or group homes. CFSA provides these services both directly and through contracted and community providers. Through the Healthy Families/ Thriving Communities

Collaborative, CFSA also provides preventive services to families before abuse or neglect occurs, as well as community supports during and after CFSA's involvement with a family.

To carry out this work in accordance with CFSA's strategic goals, organizational components of CFSA have been restructured and are currently in transition as a key part of its post-receivership reform. This agency restructuring is part of the overall reform of CFSA, as mandated by the Consent Orders. In addition to the institutional and statutory changes already summarized, the Consent Order requires that the CFSA

Director appoint a new management team, a task that was completed in October 2001 with the appointment of all key members except for the general counsel (currently in process) and deputy general counsel for litigation (appointed in February 2002). The new structure is intended to fully implement the goals of statutory reform to eliminate the structural, organizational, and legal barriers that impair CFSA's ability to reach its goals. A new organizational structure reflecting the agency's mission and strategic plan is in place on an interim basis, with the personnel steps required for the final restructuring expected to be completed in 2002. An organizational chart will be forthcoming on the completion of the reorganization.

The goals of the new structure are to place the core case-carrying social work staff at the very center of the organization, to elevate the focus on foster, adoptive, and kinship parents who are our critical partners in serving children, to create a new focus on the quality of clinical practice inside the agency, and to establish a new office of Licensing and Monitoring to ensure quality among outside providers and to implement the April 2001 legislation. This narrative provides selected examples of the new structure, with a complete description forthcoming at the point the reorganization is final:

**Office of the Deputy for Program Operations:** This office is the heart of the agency, because it includes the core case-carrying social work staff: the hotline workers who take initial reports, the intake staff who investigate reports, the foster care, kinship care, family services, and teen services, and adoption social workers who work with children and families throughout their involvement with the agency.

Within Program Operations, the Intake Administration offers a good example of the way that the April reform legislation and the new approach affected the agency's structure and operation. Revamping the front end of the CFSA service continuum was necessary both to unify abuse and neglect under the April legislation and to provide higher quality services. Effective October 1, 2001, responsibility for all maltreatment investigations was unified under

CFSA's Intake Administration, where previously, the Metropolitan Police Department had investigated abuse. The strategy for implementing this change involved both restructuring within intake (for example, a new unit focusing on sexual abuse and the most severe cases of physical abuse) and a plan for increasing staff. Of the twenty projected new intake staff, six are in place and an additional six are in training.

**Office of Clinical Practice:** This office provides a new focus on quality in our internal social work practice, including training, quality assurance, administrative reviews, and specialist staff who are able to provide consultation to social workers about specific issues such as substance abuse and health care.

**Office of Licensing and Monitoring:** This office provides a focus on quality among our external providers, to carry out the new responsibility for licensing and monitoring the placements of children that was given to CFSA in the April legislation. For the first time ever, the District has published regulations setting standards of quality for foster and group homes, and CFSA established the new Licensing and Monitoring Office to ensure the health, safety, and well-being of the children of the District of Columbia, in accordance with the new regulatory framework. To accomplish this goal, the office licenses and monitors youth residential facilities, private agency foster homes, group homes, and independent living programs as well as investigating institutional abuse and neglect and overseeing the District's Interstate Compact on the Placement of Children.

CFSA projects to receive \$42,363,657 in Federal funding for medical services provided to Medicaid eligible children. Within the FY 2003 CFSA budget, the 30 percent Local match of approximately \$18,155,853 required to leverage these Federal dollars is included in Responsibility Center 5000, Permanency and Placement within Control Center 0200, CFSA Program Services of the CFSA FY 2003 budget. The Office of Budget and Planning is working with the agency to develop a budget structure that provides greater budgetary and programmatic clarity.

## Agency Goals and Performance Measures

### Goal 1: Recruit and retain social workers.

*Citywide Strategic Priority Areas:* Strengthening Children, Youth, Families and Individuals; Making Government Work

*Managers:* Leticia Lacomba, Principal Deputy; Mary Montgomery, Human Resources Administrator

*Supervisor:* Olivia Golden, Director

#### Measure 1.1: Increase social worker compliance to required staffing levels

	2000	Fiscal Year			
	2000	2001	2002	2003	2004
Target	N/A	N/A	300	340	350
Actual	N/A	235	-	-	-

### Goal 2: Investigate neglect reports.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* Elaine Overton, Deputy Director for Program Operations

*Supervisor:* Leticia Lacomba, Principal Deputy

#### Measure 2.1: Increase compliance with 30-day investigation requirement (percent)

	2000	Fiscal Year			
	2000	2001	2002	2003	2004
Target	N/A	N/A	80	90	95
Actual	N/A	36	-	-	-

### Goal 3: Maintain updated immunization records on all children under the custody and care of CFSA.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* Roque Gerald, Deputy Director for Clinical Practice

*Supervisor:* Leticia Lacomba, Principal Deputy

#### Measure 3.1: Ensure that all children under the care and custody of CFSA have updated immunization records or are immunized prior to September of each year (percent)

	2000	Fiscal Year			
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	100	100
Actual	N/A	N/A	-	-	-

### Goal 4: Expedite permanency for children.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* Elaine Overton, Deputy Director for Program Operations

*Supervisor:* Leticia Lacomba, Principal Deputy

#### Measure 4.1: Increase number of adoptions

	2000	Fiscal Year			
	2000	2001	2002	2003	2004
Target	N/A	N/A	300	330	360
Actual	329	252	-	-	-

#### Measure 4.2: Limit the number of infants and young children in group homes

	2000	Fiscal Year			
	2000	2001	2002	2003	2004
Target	N/A	N/A	50	25	15
Actual	N/A	99	-	-	-

### Goal 5: Recruit and retain foster homes.

*Citywide Strategic Priority Area:* Strengthening Children, Youth, Families and Individuals

*Manager:* Deputy Director for Community Programs (position vacant)

*Supervisor:* Leticia Lacomba, Principal Deputy

#### Measure 5.1: Increase number of new foster/kinship parents trained and licensed

	2000	Fiscal Year			
	2000	2001	2002	2003	2004
Target	N/A	N/A	100	125	135
Actual	70	50	-	-	-